



Resource Guide for Theme Groups

Working together on HIV/AIDS

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GLOSSARY

| | |
|---------------|---|
| CCO | Committee of Cosponsoring Organizations |
| CPA | Country Programme Adviser |
| ICPA | Internationally recruited Country Programme Adviser |
| IDU | Injecting Drug User |
| IEC | Information/Education/Communication |
| INGO | International Nongovernmental Organization |
| NAP | National AIDS Programme (the Governmental Coordinating body) |
| NCPA | Nationally recruited Country Programme Adviser |
| NGO | Nongovernmental Organization |
| NSP | National Strategic Planning |
| PHC | Primary Health Care |
| PLHA | People Living with HIV/AIDS |
| RC | Resident Coordinator |
| STD | Sexually Transmitted Disease |
| TG | Theme Group |
| TOR | Terms of Reference |
| TWG | Technical Working Group |
| UNAIDS | Joint United Nations Programme on HIV/AIDS |
| UNDCP | United Nations Drug Control Programme |
| UNDP | United Nations Development Programme |
| UNESCO | United Nations Education, Science and Cultural Organization |
| UNFPA | United Nations Population Fund |
| UNICEF | United Nations Children's Fund |
| WHO | World Health Organization |

I. Introduction



The creation of UNAIDS as a United Nations cosponsored programme reflects the determination of the UN system to work together with national governments throughout the world in a concerted and dedicated effort to overcome the global threat of HIV/AIDS.

UNAIDS—Mission and Goals

1.1

The global mission of UNAIDS as the main advocate for worldwide action against HIV/AIDS is to lead, strengthen and support an expanded response to the disease. This response has four specific aims:

- *to prevent the transmission and spread of HIV;*
- *to provide care and support for those infected and affected by the disease;*
- *to reduce the vulnerability of individuals and communities to HIV/AIDS;*
- and*
- *to alleviate the socio-economic and human impact of the epidemic.*

UNAIDS

Since its establishment in January 1996, UNAIDS, the Joint United Nations Programme on HIV/AIDS, has assumed the main responsibility within the UN system for helping countries strengthen their capacity to cope with the HIV/AIDS epidemic. Six UN agencies are involved: UNDP, UNESCO, UNFPA, UNICEF, WHO and the World Bank.

These six agencies have joined forces for two key reasons:

- *the need for an expanded response to the epidemic in sectors ranging from health to economic development; and*
- *the need to provide leadership and better coordinated UN system support to countries.*

*UNAIDS takes a unique collaborative approach to a fundamental health and development challenge. Through it countries can draw on the broad expertise of the Cosponsors and other UN organizations. **UNAIDS is thus UN reform in action.***

This is evident at the country level where UNAIDS can best be described as the sum of AIDS-related work carried out by its six Cosponsors, working jointly, with the support of UNAIDS staff and the backing of the wider UN system. In concrete terms, UNAIDS at the country level comprises: the Theme Group (responsible for policy making and advocacy), the core of which consists of the representatives of the different agencies and which, in many cases, is supported by its implementing arm, the Technical Working Group and the Country Programme Adviser or UNAIDS Focal Point, responsible for advice, support and facilitation of coordination.

The UNAIDS Secretariat, based in Geneva, provides back-up for its Cosponsors' efforts through technical collaboration services, assistance for selected research and development activities and limited levels of financial support to the development of national programmes.

Basic tool kit

- *Facts about UNAIDS: An Overview* – Source: UNAIDS Information Centre
- *List of Secretariat staff and areas of responsibility* – Source: UNAIDS Information Centre

About the Guidelines

1.2

Introduction

A recent status assessment of the activities of UN Theme Groups on HIV/AIDS (TG) noted that in many cases there was a lack of understanding of the respective roles of the UN agencies and of the UNAIDS Secretariat within a joint and cosponsored programme. There was consensus at the country level that clear guidelines should be provided to Theme Groups to strengthen their operation, enabling more effective support for the national response. These guidelines have been developed in close coordination with field staff and headquarters. At its April 1997 session the Programme Coordinating Board, the governing body of UNAIDS, made a strong recommendation that guidelines be prepared clarifying the role, functions and expected outputs of UN Theme Groups with a view to facilitating joint planning and integrated programme implementation among the UN Theme Group members. The guidelines that follow seek to respond to that recommendation.

Bearing in mind the pressures facing country staff with limited time to devote to voluminous operational manuals, every effort has been made to keep these guidelines brief, concise and user-friendly. The material covers essential activities that Theme Groups on HIV/AIDS must address at the country level.

The Guide, unlike many UN operational manuals, does not contain immutable rules and regulations, as allowances must be made for individual and specific local situations. Instead succinct briefs have been compiled, supported by examples of individual country experiences.

This guide is, by no means, definitive. It will be amended to reflect further experiences and comments. All comments are, therefore, welcome (to be sent to Director, CPP, UNAIDS).

The manual is primarily intended to assist:

- the UN Theme Groups on HIV/AIDS;
- Technical Working Groups reporting to the Theme Groups;
- staff designated to support and advise the Theme Group, such as Country Programme Advisers or UNAIDS Focal Points (see section V.6);
- other UN personnel involved in HIV/AIDS activities at the country level;
- staff at the Cosponsors' headquarters.

The manual may also serve as a reference for key actors with whom Theme Groups are working, among them:

- strategic partners, such as government agencies, NGOs—national and international, the private sector, religious organizations and academe;
- interested bilateral and multilateral agencies seeking to address HIV/AIDS issues at the country level.

How the Guide Works

I.3

An initial paragraph defines the issues, roles and responsibilities with basic guidance and scope for action. Further explanation and clarification are provided under the following headings:

- **Key Questions**
- **Examples**

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- This section lists a number of questions that oblige the reader to scrutinize important aspects of the topic and, in many cases, to examine the most appropriate options for effective implementation.

[Example]

- Selection of appropriate and successful actions undertaken by Theme Groups demonstrate and give ideas as to how individual strategies could be carried out.

Basic tool kit

- A list of reference material of direct relevance to the topic, which will enhance understanding of the subject matter while accommodating the need to keep the manual as brief as possible. Where the contact information is not specified, the material can be requested from the Country Programme Adviser (CPA) or the Focal Point in the country concerned.

UN Theme Groups and the Resident Coordinator System

The primary development objective of the United Nations system is to promote national self-reliance through multilateral cooperation, which should be universal, neutral and able to respond to the needs of recipient countries in a flexible manner.

However, it is the government that has ultimate responsibility for coordinating all types of external assistance, including that provided by the United Nations, on the basis of national strategies and priorities.

The Resident Coordinator System

The Resident Coordinator system seeks to facilitate and support the government's coordinating responsibilities by improving the efficiency and effectiveness of UN operational activities at the country level. Under the leadership of the Resident Coordinator it should provide a coordinated multidisciplinary response to the needs of recipient countries bearing in mind the complementarity of the United Nations system. Particular attention will be paid to ensuring appropriate follow-up to emerging global agendas and related international conferences.

The Resident Coordinator system provides substantive advice and support in a number of ways, including assisting the government in the formulation of the Country Strategy Note, which outlines the contribution of the United Nations system to the country's development goals. It is responsible for the United Nations Development Assistance Framework (UNDAF), an important new initiative aimed at ensuring that UN agencies and programmes work coherently together at the country level. Currently in its pilot phase, UNDAF is expected to considerably strengthen the UN response to countries' needs. UN Theme Groups play a critical role in this process.

The Theme Group

The UN Theme Group on HIV/AIDS was established to support an expanded multisectoral response to the HIV/AIDS epidemic. It has become a key mechanism for coordinated and joint UN action at the country level.

UN Theme Groups and the Resident Coordinator System (cont'd)

The Theme Group provides a structure enabling the various agencies to coordinate United Nations support to the national response to HIV/AIDS. The agencies work through the Theme Group to:

- undertake information collection, analysis and exchange;
- advocate and promote an expanded, multisectoral response to HIV/AIDS including issues of human rights;
- undertake advocacy;
- provide financial and technical support to the national response;
- undertake joint planning and action;
- mobilize resources;
- share experiences;
- increase the UN country team's understanding of HIV/AIDS and its commitment to the national response.

Basic tool kit

- Revision of draft "Provisional Guidelines for formulation of United Nation Development Assistance Framework (UNDAF)"—Annex 2, dated 24 July 1997—*Source: D40*
Contact: Tel. (1) 212 906 55 62
- "Roles and Functions of the Resident Coordinators"—CCPOQ Document, October 1994.
Available from local UNDP office

A photograph of a young child with short brown hair, wearing a green long-sleeved shirt and a plaid skirt, holding a blonde-haired doll. The child is standing in a room with a wooden fence and a purple box in the background. The image is semi-transparent and serves as a background for the text.

II. The National Response to HIV/AIDS

The Theme Group's Relationship with the National AIDS Programme

In some cases the Theme Group will have a multisectoral national programme committee or commission as its primary counterpart. In others, government efforts will be coordinated by the Ministry of Health. Strengthening of the principal government response is a major focus of UNAIDS support at the country level.

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- Is the National AIDS Programme (NAP) managed solely by one ministry or is it a multi-sectoral effort?
- In the case of a multisectoral effort, which UN agencies would relate to which sectors?
- Is the National AIDS Programme represented on the Theme Group and/or the Technical Working Group?
- Does the Theme Group have a thorough understanding of the policy issues, strategies, and activities of the National AIDS Programme and vice versa?
- Do Theme Group members and government officials agree on priorities for collaboration?
- Has an informal or formal memorandum of understanding been established between the Theme Group and government, agreeing on mutual expectations?

[Examples]

- In many countries the manager of the National AIDS Programme is a member of the TG or TWG; examples are Belarus, Romania, Botswana, Madagascar, China, Viet Nam and Venezuela.
- In a number of countries (e.g. Malawi, Rwanda, Uganda, Nepal, Pakistan, the Philippines) the CPA has two offices, one with a Cosponsor and one with the NAP.

Basic tool kit

- Current national strategic plan
- Letter(s) of Agreement between UNAIDS and the Government
- National development plans

The Theme Group's Relationship with Other Country Partners

In addition to a formal relationship with the main government ministry responsible for mobilizing and coordinating the national response to the epidemic, each of the Cosponsors individually, and the Theme Group as a whole, has direct relationships with a variety of other partners. **These include ministries other than the main coordinating ministry (usually health), NGOs, people living with HIV/AIDS (PLHA), the private sector, church groups and researchers, among others.** These contacts present numerous opportunities to support an expanded response.

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- Is the Theme Group adequately informed of the activities of major actors in HIV/AIDS outside the main national coordinating body, and their relationship with that body?
- Is the main government coordinating body adequately informed of the Theme Group's relationship with other partners?
- Do national partners have a full understanding of the roles and priorities of the Theme Group and UNAIDS, and vice versa?
- Has the Theme Group considered mobilizing or directly providing support directly to these partners?
- Are mechanisms necessary to formalize Theme Group support to these partners? Have these mechanisms been established?
- Is Theme Group support for these partners in line with the priorities recommended in the national strategic plan?
- Are these other partners members of the Theme Group and/or the Technical Working Group?

[Examples]

- In addition to the Ministry of Health, the Theme Groups in some countries work closely with different ministries, national and international NGOs, and other institutions; for example, in the Lao PDR, Technical Working Groups and Task Forces comprising different partners were set up by the Theme Group (see Section V.7).
- In the Dominican Republic the Theme Group played an important role in establishing a national network of PLHAs.
- For other examples see "Theme Group Membership" (Section V.4).

Theme Group Support to National Strategic Planning

The Theme Group must promote and help the government in applying a strategic approach to planning leading to an effective and expanded response to the HIV/AIDS epidemic. In doing this the Theme Group will involve other major parties interested in providing support to the national response.

This means, where appropriate, helping to broaden the existing planning systems to include a more thorough analysis. It would take into account the economic, social and cultural landscape that makes people vulnerable to HIV infection and its impact, as well as lessons learned and changing situations.

The process of strategic planning requires the country to address three questions:

- Where are we now?
- Where do we want to be ?
- How do we get there?

Although many social and economic groups may be involved in fighting HIV, it is clearly up to governments to manage the overall response. The government should actively encourage every sector of society to be involved in the response. **A good strategic plan will be guided by policy-makers at the national level and will make use of the comparative advantage that nongovernmental and community groups have in certain areas of HIV prevention and mitigation.** This will allow each group—policy-makers, technocrats, social, religious and commercial—to **do what they do best**, supporting one another and expanding the response effectively and at the lowest cost to the country.

At country level, the Theme Group assists the government in the process of developing a strategic plan by providing administrative, technical and, in some instances, financial support. The Theme Group thereafter assists national authorities in fund-raising and monitoring progress in order to ensure that this is an ongoing process and not a one-off activity. Since the process of developing a strategic plan is as important as the finalized plan, it is necessary to involve stakeholders at the earliest opportunity, resulting in their ownership of the plan.

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- What measures have been taken to ensure that the strategic plan is perceived as owned by all stakeholders and not seen as a UN or bilateral agency plan?
- Are all stakeholders and partners actively involved in the process of developing the plan?
- Have previous strategic plans and activities been reviewed and evaluated?

Theme Group Support to National Strategic Planning (cont'd)

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- To what extent have previous plans incorporated the concept of an expanded response, and if not, what have been the gaps?
- Is suitable technical assistance available for the strategic planning process?
- What technical or other assistance is available to the Theme Group to support the process?
- Are resources available for the process and, if not, which possible sources can be tapped?

[Examples]

- Many TGs (e.g. in Belarus, Romania, Venezuela, Tanzania, Madagascar, Botswana, Zambia, Côte d'Ivoire, Cambodia, Viet Nam, Papua New Guinea) give support to national strategic planning (NSP) by providing: a forum for preparatory discussions among the major parties concerned; technical and administrative support for conducting working groups on priority areas; support for collating their findings, leading to the formulation of a NSP, or all of these.
- In countries such as Papua New Guinea the Theme Group has assisted the Government in organizing the situational analysis and provides administrative and logistic support to the government body which coordinates strategic planning.
- In Madagascar the different Cosponsors, in close coordination with the government, and with World Bank funds, have developed projects in the areas of their comparative strengths in support of national strategic planning.
- In Burkina Faso the Theme Group successfully advocated that the government initiate a national strategic planning process.
- In Ethiopia the Theme Group actively supported and participated in the situational analysis.
- In Cambodia the Technical Working Group has provided support for a new strategic plan (1998–2000). It has identified appropriate members for advisory and review committees and assigned staff to be part of the review team.

Basic tool kit

- “UNAIDS Strategic Planning Guidelines”
Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firleya@unaids.org
- “Technical assistance roster”
Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firleya@unaids.org
- Planning Guidelines of cosponsoring agencies

A photograph of a young person with dark skin, wearing a grey and white patterned beanie and a white shirt with a dark floral pattern. They are sitting and looking directly at the camera. The background is a plain, light-colored wall.

III. Coordinated and Joint Planning and Action

Building a Common Vision

III.1

The HIV/AIDS epidemic is often an abstract, unseen and little-understood issue. To “engage” effectively in the battle against HIV/AIDS, Theme Group members need to become emotionally and intellectually involved through participation in training workshops, for example. **Building consensus, cooperation and a common vision among its members is critical to the success of the Theme Group’s work.**

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- Have Theme Group members and Cosponsor Focal Points developed personal awareness about HIV?
- Has the Theme Group organized HIV personal awareness and prevention workshops for all UN country staff?
- Do Theme Group members and Cosponsor Focal Points understand the links between HIV and poverty?
- Has the Theme Group undertaken a consensus-building exercise?
- Do Theme Group and Technical Working Group members have a regular dialogue with people living with HIV/AIDS (PLHA) and/or involve them in the Theme Group?

[Examples]

- In Latvia a PLHA organization conducted a “Living with AIDS” workshop for TG members and Focal Points.
- In Uganda and Viet Nam a retreat for TG members was conducted to build consensus and a common vision for support to the National AIDS Programme.
- In the Lao PDR workshops on personal awareness for HIV/AIDS are organized periodically.
- Training to sensitize all agency heads and peer education for staff (with NGO cooperation) was organized and funded by the TG in Tanzania.
- The UN Staff College in Turin will focus on AIDS in its Workshop on the Management of Field Coordination for Senior UN System Representatives in December 1998.

Basic tool kit

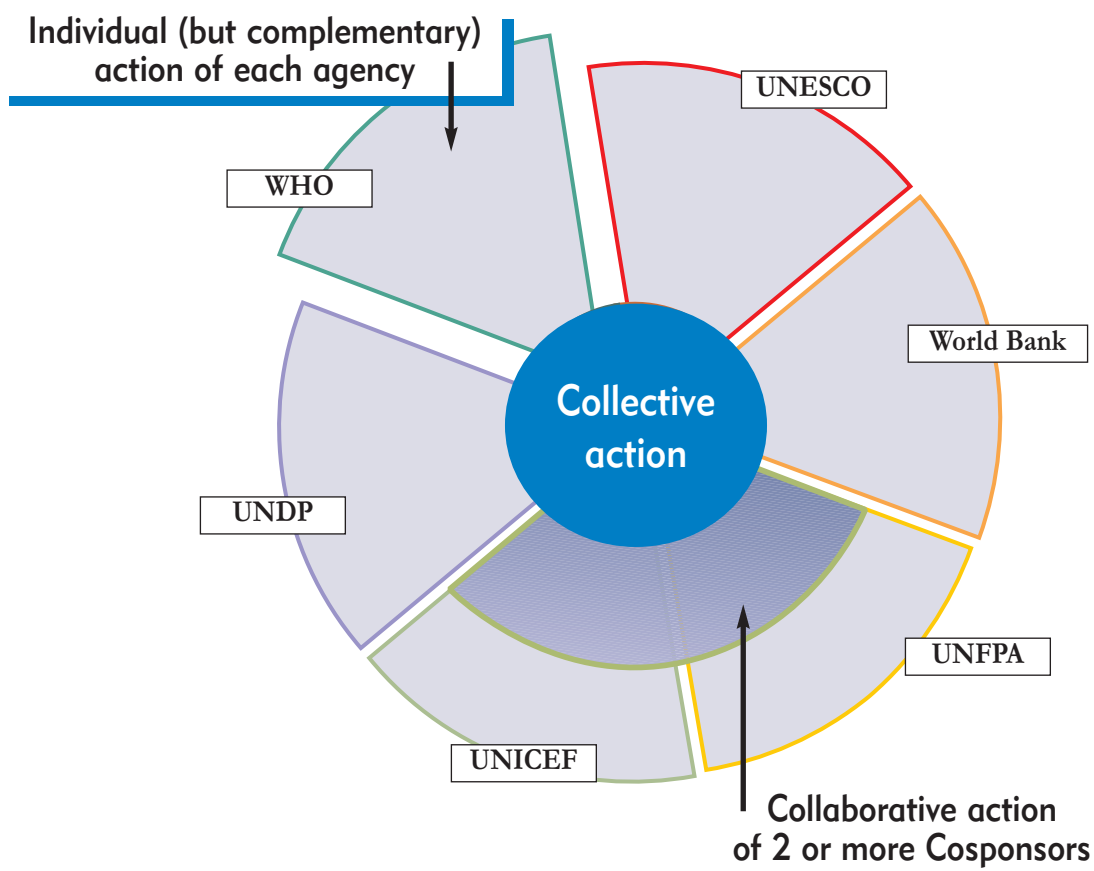
- HIV and Development Workshop—UNDP New York (subject to availability of resources)
Contact point: BDP/SEDEP/HDP — Fax (1) 212 906 63 36
- AIDS in the Workplace training module—UNICEF
- AIDS in the Workplace training module—UNAIDS Geneva

Theme Group Workplan

The Theme Group workplan must reflect the priorities of the national strategic plan. Where this does not exist, the Theme Group's priority is to assist the national authorities in creating one. Where the national strategic plan is already in place, the Theme Group is responsible for devising an action plan which will support it. **The Theme Group's plan will be based on the priorities, goals and strategies articulated in the national strategic plan document.**

The Theme Group's workplan may comprise various forms of action. Areas for **joint planning and action** would normally include Theme Group support for the entire strategic planning cycle of the government, including situational analysis, response review, strategic plan formulation and resource mobilization. Areas for **individual agency action** would require one of the Theme Group members to take responsibility for implementing and financing one or more specific activities which support the Theme Group strategy. The workplan may also have a component for **collaborative action by two or more Theme Group members** to undertake specific activities, making use of their comparative advantages to strengthen national capacities. Yet another component may be for activities requiring **all Theme Group members**, to create some **collective** product (such as a UN inventory on HIV/AIDS activities or World AIDS Campaign activities).

For every work plan activity, the agency(ies) responsible, likely time frame, resources required and mechanisms for monitoring and evaluation should be clearly identified.



Theme Group Workplan (cont'd)

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- Has a workplan for the Theme Group been created and approved?
- How does this workplan support the National AIDS Programme's strategic planning and resource mobilization process?
- How does the Theme Group monitor its workplan?
- How does the Theme Group propose to fund the joint action component of its workplan in the future?
- Has the establishment of the Theme Group workplan resulted in new collaborative partnerships among the Cosponsors and other partners?
- Has the Theme Group reviewed all planned and current activities of the Cosponsors?

[Examples]

- Uganda: Theme Group workplan
- Namibia: Memorandum of Understanding among Local Cosponsors
- Kenya: UN System Joint Action on HIV/AIDS in Kenya

Basic tool kit

- See above-mentioned examples.

Common Cosponsor Country Assessment for HIV/AIDS

III.3

An assessment of the status of HIV/AIDS, the needs and the responses, is necessary for the Theme Group to adequately assist in the national response. The country assessment provides the Theme Group with a better understanding of what has been done, what needs to be done and the country's priorities. This enables the Cosponsors to define their roles and to determine the areas where their efforts would have maximum impact, depending on their comparative advantage and priorities. It also helps to identify potential areas for collaboration and possible joint action (see Section III.8).

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- What priority areas are identified in current and previous national strategic plans?
- What gaps, strengths and weaknesses are identified in national programme reviews and evaluations?
- What activities is the government undertaking?
- What activities are each of the cosponsoring agencies undertaking or planning to undertake?
- What activities are the major donors and NGOs undertaking? Does an inventory of these activities exist?
- What are the geographical coverage and target populations of their activities?
- Has the UNAIDS/national government country profile been completed and regularly updated?

[Examples]

- In many countries, among them Venezuela, the Philippines, Ghana and Kenya, the TG conducted an inventory of UN activities. Some TGs did this as part of the situational analysis in the context of their support to national strategic planning.
- The TG in Kenya bases its joint action on an assessment of the country situation, including a review of previous national plans, all partners' activities, the epidemiological situation, government priorities and donor assistance.

Basic tool kit

- UNAIDS Country Profiles and UNAIDS Epidemiological Fact Sheets
- UNAIDS Strategic Planning Guidelines
- ECOSOC resolution—ECOSOC report, Joint and Cosponsored United Nations Programme on HIV/AIDS (June, July 1995, E/1995/7/19, May 1995)

Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firelya@unaids.org

Establishing Priorities

Priority setting is an integral and important element in the process of establishing coordinated and joint action on HIV/AIDS. The Theme Group should define priorities that are in conformity with those of its Cosponsors and their comparative advantages, and most importantly, with those of the government and its partners. The process of establishing priorities should, therefore, include all partners working on HIV/AIDS in the country so as to build consensus at an early stage, before the development of joint plans and activities.

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- Based on the National Development Plan, National Strategic Plan, reviews and evaluations, what does the country identify as its main priorities on HIV/AIDS?
- Has the government identified areas of possible collaboration with the UN system, NGOs, donors and others?
- Do the priorities of other donors respond to the national priorities?
- Are Theme Group members conversant with each other's mandates and comparative advantages?
- Has the Theme Group organized a consensus-building workshop to determine its priorities?
- Based on the above, can the Theme Group identify its priority areas of focus?

[Examples]

- In Côte d'Ivoire, the TG developed a "Joint UN System Action on HIV/AIDS" which specified three priority areas: joint advocacy for access to drugs, capacity building for NGO's, and capacity building for PLHA organizations. Funds were provided by each Cosponsor and are managed through the Chair.
- The document describing the "UN System on HIV/AIDS in Kenya" specifies UN priorities.

Basic tool kit

- Cosponsor strategic plans at country level.

Developing Joint Plans and Activities

Under the UNAIDS mandate the cosponsoring agencies are to provide coordinated support, making use of their comparative advantages to strengthen national capabilities.

Different levels of coordination range from basic information sharing to joint activity development and implementation. The number of agencies involved will vary according to the sector in which the activities are developed. This does not mean that all HIV/AIDS-related activities undertaken by the Cosponsors will be jointly executed, monitored and evaluated. Often, HIV/AIDS-related issues will be integrated into one agency's projects with no linkages to activities undertaken by other agencies. Ideally, however, all HIV/AIDS-related activities should be developed on the basis of policies and strategies agreed among the Cosponsors.

The process for developing a realistic framework for joint action should result in the selection of areas for joint action, the agencies and other partners who will be involved, and the establishment of appropriate mechanisms for coordinated planning, formulation, implementation, monitoring and evaluation of activities, together with resource mobilization and management.

Where the situation allows for joint action, different approaches are possible:

- **Complementary activities:** agencies will agree on the combined efforts needed, with each assuming responsibility for a part of the programme. Development, implementation, monitoring and evaluation should be carried out jointly, but with each agency retaining responsibility for administering its own projects.
- **Pooling:** agencies pool available resources to meet the objectives of a plan that has been developed and is implemented jointly.
- **Cost-sharing:** this is an established UN agency mechanism also used by the UNAIDS Secretariat to channel funds to countries. One or more agencies may contribute to an existing project. The funds are administered by the executing agency.

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- Has an assessment been made of the present situation (i.e. identification of priorities, obstacles and opportunities, requirements for assistance, gaps and duplication)?
- Has an inventory been made of HIV/AIDS-related activities of each Cosponsor? What activities does each one pursue or plan to pursue?
- What are the mandates and comparative strengths of the different Cosponsors and other major participants?

Developing Joint Plans and Activities (cont'd)

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- Where the UN is the most suitable actor to provide support to the national response, which sectors best lend themselves to joint UN action, and which agencies and counterparts should be involved?
- What are the requirements for mobilizing, administering and managing these resources?
- Are specific activities of each Cosponsor taken into account in the development of the Theme Group workplan?

[Examples]

- In Kazakhstan a joint project on “Multisectoral Effective Response to STD/HIV/AIDS and IDU in Karaganda Oblast, and Nationwide” was jointly developed by UNDP, UNESCO, UNFPA, UNDCP, and Ispat Karmel (a private company), in close collaboration with local and national authorities. The budget of US\$380,000 was mobilized from UN agencies and Ispat Karmel.
- In Pakistan UN agencies, the Government and two bilateral donors (Norway and Japan) pooled funds for a project, jointly developed by the Theme Group.
- In Kenya the Theme Group jointly developed the “UN System Programme on HIV/AIDS in Kenya” with a budget of US\$2 million over 5 years.
- In Namibia the Cosponsors established a memorandum of understanding which included collaborative/joint planning of HIV/AIDS activities.
- In Brazil the Theme Group jointly developed a plan of action for street children.

Monitoring and Evaluating Joint Activities

III.6

The Theme Group needs to develop ways and means of assessing its achievements and determining areas for improvement. For this purpose monitoring and evaluation of its activities is vital. Monitoring provides a mechanism for assessing implementation and ensuring that needed changes are undertaken on an ongoing basis, as opposed to effecting changes at the end of the programme period. Evaluation will permit adequate assessment of intended goals and objectives in comparison to baseline levels. To accomplish this, practical, measurable and realistic indicators need to be developed and modalities for their application determined.

Milestones for Theme Groups

Following extensive consultation with field personnel, UNAIDS headquarters has prepared a set of milestones to be used as a framework for Theme Group guidance. **Theme Groups should consider the following milestones in assessing their current progress and in setting targets for the future.**

THEME GROUP OPERATIONAL

- TG objectives and functions agreed
- Chair designated and functions and relationships of TG members and Resident Coordinator understood and agreed
- TG plan of action prepared and agreed
- Technical Working Group (TWG) created with terms of reference and workplan; job descriptions of its members adjusted accordingly
- Mechanisms created to ensure financial and other support for TG operations

ONGOING INFORMATION EXCHANGE AMONG TG MEMBERS

- Active creation among the Cosponsors of a common understanding of each other's mandates, comparative strengths and working relationships
- Inventory of UN activities on HIV/AIDS conducted
- Members of TG and TWG informed on HIV/AIDS issues
- Country situation analysis conducted
- Calendar of Cosponsors' key events created, noting planned evaluations, programme reviews and consultations

COORDINATED ACTION

- Advocacy priorities and cosponsors' roles agreed
- HIV/AIDS workplace programmes conducted
- Coordinated approach adopted to communicate with the government
- Coordinated approach adopted to mobilize resources
- Coordinated assistance provided to national strategic planning
- UN strategy and integrated workplan on HIV/AIDS articulated in support of the national strategic plan

Monitoring and Evaluating Joint Activities (cont'd)

JOINT AND COMPLEMENTARY ACTION

- Mechanisms in place for joint sectoral technical review, planning, monitoring and evaluation
- Complementary Cosponsor programmes integrated into country-level UNDAF documents
- Administrative mechanisms in place where and if needed, for supporting joint action
- Joint HIV/AIDS programmes established

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- Has the Theme Group established a procedure for periodic monitoring and reporting of its progress in relation to the milestones? Who is responsible for this?
- Has the Theme Group assessed its own performance in relation to the identified milestones? Should indicators be developed?
- Where does the Theme Group stand?
- Has this self-assessment resulted in any new Theme Group initiatives?
- Have these initiatives been included in the Theme Group's workplan and budget?
- What milestones can the Theme Group realistically aim to reach by the end of next year?
- In the the Theme Group's view, what additional milestones could be used to assess its progress over time?

[Examples]

- In May 1997 the Uganda Theme Group/Technical Coordination Committee assessed its own progress using an earlier draft version of these milestones.
- The TG in Pakistan has conducted an extensive external evaluation of the first two years of its functioning.

Basic tool kit

- This milestones guideline
- UNAIDS Theme Group Assessment for 1996, October 1997
- UNAIDS Theme Group Assessment for 1997 (to be completed in May 1998)
Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firleya@unaids.org
- TOR for evaluation of TG, Pakistan

Managing Joint Resources

In order for the Theme Group to operate effectively at the country level, appropriate mechanisms are required to enable the Cosponsors and other potential partners to manage local resources mobilized specifically for joint action. This applies to resources mobilized for providing administrative support to the TG as well as for programme activities to be implemented under the TG's responsibility. Often the formulation of mutually acceptable mechanisms is a precursor to joint planning and implementation of activities.

As UNAIDS is a cosponsored programme rather than a separate agency with its own procedures, certain administrative and legal issues need to be considered in the formulation of these mechanisms. However, provisions within the cosponsoring organizations often exist and many provide adequate flexibility to be adapted for use by UNAIDS.

K · E · Y

Q · U · E · S · T · I · O · N · S

- What are the available options to receive and administer locally mobilized funds at country level?
- Do they provide adequate flexibility and accountability for use by the TG and the UNAIDS secretariat?
- Can this channel be used to attract potential funding partners, and would this be acceptable to the government?
- Does the creation of such a mechanism risk UNAIDS being seen by the government, NGOs and also Cosponsors as a "competitor" for funds or as an alternative executing agency?
- How would such a mechanism(s) affect the administrative workload of the Country Programme Adviser?

[Examples]

- The TG in Pakistan established a cost-sharing mechanism under which the resources allocated by some of the cosponsors for UNAIDS activities are pooled into a single account, administered by UNDP, which charges 5 per cent programme support costs. In addition to the Cosponsors and the Government, two bilateral agencies, Norway and Japan, also have contributed.
- In Namibia the TG has developed a memorandum of understanding, including the establishment of a UNAIDS account, managed by UNDP.

Basic tool kit

- UNAIDS Administrative Guidelines
Source: UNAIDS Information Centre – Fax (41) 22 791 4187 – e-mail: fireleya@unaids.org
- Pakistan: cost-sharing project document
- Namibia: Memorandum of Understanding

Individual Cosponsors and their Comparative Strengths

Each of the six Cosponsors has a comparative and strategic advantage concerning key HIV/AIDS issues in the context of its mandate.

| | |
|---------------|---|
| UNICEF | operationalizing programmes at country-level, focusing on children, infected and affected by HIV/AIDS; promoting the health and development of young people and preventing HIV infection in women; |
| UNDP | increasing awareness of the developmental impacts and consequences of the epidemic; involving NGO; governance issues; |
| WHO | developing and strengthening health systems for prevention and comprehensive health care; |
| UNFPA | funding, particularly within the context of reproductive health programmes at PHC level: IEC materials; training; counselling; condoms. Also in and out-of-school education. Special attention for women and adolescents; |
| UNESCO | promoting, developing and assisting in the implementation of life skills education programmes to help youth better understand, and therefore, act, to reduce the risks of HIV infections; |

The World Bank advocating HIV/AIDS mitigation through private and public sector investment projects.

The Theme Group/Technical Working Group should also include **other UN agencies** which have the mandates and comparative strengths to play an important role in the fight against the epidemic, e.g. UNDCP (injecting drug use); ILO (education/information for workers, labour legislation); UNHCR (STD/HIV/AIDS in refugee situations).

A critical area for effective use of agencies' comparative strengths is **advocacy**. In this area, one of the key roles of the Theme Group is to encourage individual Cosponsors at country level to:

- determine their particular strategic advocacy "niche";
- clearly identify the target group and the message;
- ensure that adequate resources (human and material) are allocated for advocacy;
- determine areas for joint advocacy with other partners (Cosponsors and others, e.g. national and international NGOs, donors, the private sector and communities)

See section III.9.

Individual Cosponsors and their Comparative Strengths (cont'd)

K · E · Y

Q · U · E · S · T · I · O · N · S

- Is optimum use made of the comparative strengths of the different agencies?
- Who are the agencies' counterparts within and out of the government?
- Which important national parties are not working with UN agencies?
Are there opportunities to collaborate with them?
- Does each agency have its advocacy plan, including strategy and tools?

[Example]

- In Ghana the Theme Group conducted meetings for achieving clear understanding of, and agreement on, the mandates and strengths of the individual Cosponsors.

Basic tool kit

- Cosponsor mandate document (Annex A of Report of the CCO to ECOSOC, 23 January 1995) Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firleya@unaid.org
- Cosponsor mandates (see Annex D)

Joint Theme Group Advocacy: *What, by Whom and How?*

The nature of the HIV/AIDS pandemic and the issues it raises are complex, requiring continuous and open dialogue and communication to enhance understanding and commitment to action. An important tool in this communication process is advocacy. The Theme Group must plan and manage joint advocacy work and be very clear about:

1) what is being advocated 2) by whom, with whom and to whom, and 3) how.

The Theme Group should take into consideration short-term, medium-term and long-term advocacy goals in its planning and work.

The Theme Group should be able to determine common priority areas for advocacy activities, using the individual advocacy plans of each Cosponsor as a guide.

K · E · Y

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- Has the Theme Group developed a joint advocacy action plan? Are the advocacy objectives of the individual agencies in line with this?
- What are the issues (short-term, medium-term and long-term) for which the Theme Group has set priorities for advocacy work?
- Who will the Theme Group target (e.g. private sector, government, NGOs, trade unions and other large-scale unions and organizations), and in partnership with which interest groups?
- What tools/instruments/resources are needed for the Theme Group to achieve the goals of the advocacy plan?
- How will the Theme Group advocate (e.g. individual meetings, workshops, media, public campaigns, special events)?
- What results does the Theme Group expect from its joint advocacy efforts?
- How will the Theme Group measure the results of its advocacy actions?

[Examples]

- In Indonesia the Theme Group has taken a common stand regarding involuntary testing of expatriate workers. Its plan to publish an open letter on the subject led the government to review, and eventually rescind, an obligatory testing programme.
- In Mozambique meetings of the Theme Group with the President and with the Prime Minister contributed to important government measures leading to the inclusion of HIV/AIDS mitigation actions into new investment planning. The meeting also resulted in the integration of AIDS-related human rights issues into the new labour legislation.
- In the Dominican Republic the Vice Premier attended the Theme Group meeting. Also the President of Guatemala has launched World AIDS Day in two successive years.
- In Viet Nam the Theme Group has annual meetings with the Deputy Prime Minister, during which salient HIV/AIDS-related issues, such as risk reduction of injecting drug use, have been addressed.
- In Belarus the TG members organized a visit by high level representatives of five ministries on a visit to groups of IDUs. The visit received wide press coverage, thus focusing attention on the issue.
- In Côte d'Ivoire one of the three priorities in the "Joint UN System Action of HIV/AIDS" is joint advocacy for access to drugs.

A photograph of several sailors in light-colored uniforms and white caps, standing outdoors. One sailor in the center is gesturing with his hand while talking to others. The image is semi-transparent and serves as a background for the text.

IV. Resource Mobilization

Theme Group's Role in Resource Mobilization

IV.1

Although the Theme Group's coordinated and joint planning and action (the previous chapter's title) certainly includes the mobilization and reallocation of resources, human and financial, this aspect of its work is treated here in a separate chapter for practical purposes. Because UNAIDS is not a funding programme, resource mobilization at the country level is a key role of the Theme Group. This may be related to TG activities in support of the national response, but also in support of activities of others, such as the National AIDS Programme or NGOs. In order to raise funds it is essential that the Theme Group members agree on priorities, plans of action and strategies. Theme Groups, Resident Coordinators and Country Programme Advisers will all be involved in different ways in the mobilization and management of different categories of resources. It is important that mechanisms to manage any resources mobilized be prepared and/or adapted concurrently with the fundraising process (see III.7).

K · E · Y

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- Has the Theme Group agreed on how it can best meet the priorities of the national plan?
- Do the Theme Group members consider providing resource mobilization on behalf of partners within the National Response (government, NGOs, etc.) as a priority?
- Does the Theme Group consider providing training for its partners in resource mobilization as a priority in the National Response?
- Have the individual members of the Theme Group, as UNAIDS Cosponsors, considered if, and how, they will contribute to, and mobilize resources for, Theme Group activities?
- If Cosponsor resources are inadequate to meet Theme Group needs, has the Theme Group developed a resource mobilization plan?

Basic tool kit

- UNAIDS Module on Resource Mobilization (Draft, 1998)
Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firleya@unaids.org
- UNICEF and UNDP Memoranda on Resource Mobilization

Mobilizing Support with National Partners

The Theme Group can play a key role in facilitating resource mobilization for its national partners, mostly the National AIDS Programme or NGOs. The resources needed may be provided by the Cosponsors themselves, but also by other UN agencies, the multi- and bi-lateral community, the private sector and by the government itself. By keeping in close contact with the NAP and the NGO community and by maintaining technical and policy collaboration with the rest of the donor community, the UN is often in a good position to play the role of “honest broker” between these parties.

The TG can help with resource mobilization by facilitating communication among potential partners, donors and recipients. In many cases, the TG will also be requested to assist in monitoring the use of the funds thus made available, be it through assuming full or shared responsibility for technical oversight, for administering the funds, or for both.

K · E · Y

Q · U · E · S · T · I · O · N · S

- Is the Theme Group well informed of the activities of other donors and the resources they provide to the national response?
- Does the Theme Group keep potential contributors informed of its ongoing activities, major policy/programme issues within the national response and specific opportunities for contributions?
- Are NGO plans/proposals part of the national AIDS strategy?
- Is the Theme Group well-informed of NGO priorities and activities, existing skills and their prevailing resource requirements?
- Has the Theme Group considered ways to support capacity building for resource mobilization by the government and NGO community?
- Does the Theme Group have access to a current inventory of NGO activities, or have NGOs been included in the country profile which contains a Theme Group inventory of the national response?
- Has the Theme Group considered how it can help improve the credibility of NGOs by association with their activities (e.g. World AIDS Campaign) and by including NGOs in its information-sharing activities?
- Are NGOs included in the Theme Group or the Technical Working Group?

Mobilizing Support with National Partners (cont'd)

[Examples]

- Namibia: UNAIDS has mobilized resources on behalf of NGOs, national and international (World Education).
- In the Dominican Republic the TG played an important role in establishing a national network of people living with AIDS.
- In China the Theme Group worked closely with national partners to carry out a situation assessment of HIV/AIDS. UNAIDS also provided technical support with editing and publication of the final report. This report was the key advocacy document at the China AIDS donor meeting in January 1998. The meeting was facilitated by the Theme Group and aimed at generating increased international interest in, and support for, the National AIDS Programme. It brought together 150 Chinese participants from national and provincial levels and representatives from UN agencies, foreign embassies and international NGOs.

Tapping the Private Sector Potential

Economic analysis shows that the HIV/AIDS epidemic is having (and will continue to have) serious implications for many business interests. As understanding of the causes and consequences of the HIV/AIDS pandemic increases in the private sector, more and more companies are providing education, peer counselling and other prevention efforts in the workplace. The involvement of the private sector should not be limited to viewing companies solely as well-placed organizers of workplace programmes, but rather as potentially significant participants in, and contributors to, the national response. As such, UNAIDS has potentially many new partners to inform and involve in the fight against HIV/AIDS. In terms of resource mobilization there are major opportunities to channel the interest of the private sector into prevention efforts, with effects that are likely to extend well beyond their own work forces. The private sector should be broadly defined to include, for example, the business community, cooperatives, trade unions, insurance companies, associations and foundations.

K · E · Y

Q · U · E · S · T · I · O · N · S

- Do members of the Theme Group and Technical Working Group have a basic understanding of the implications of the epidemic for the private sector?
- Is information about the current or expected impact of the epidemic on the private sector available at country level?
- Is a country-level inventory of private-sector initiatives with regard to HIV/AIDS available?
- Does the Theme Group include the private sector in its information-sharing activities?
- Has the Theme Group made contact with the private sector, or invited its representatives to participate in briefings, national strategic planning or other activities?
- Several of the Cosponsors, such as UNDP and the World Bank, are likely to have contacts with government ministries (finance, public works, transport, communications, etc.) which are in closer contact with the business community. Are these contacts shared, when appropriate?

[Examples]

- In Kazakhstan the TG works closely with a private company in developing and funding a project to prevent HIV among injecting drug users (see also examples in section III.5)
- The TG in Tanzania and Bangladesh have closely involved a number of Rotary Clubs in the development and funding of World AIDS Campaign activities

Tapping Private Sector Potential (cont'd)

[Examples]

- The TGs in Ukraine and Moldova facilitated cooperation between NGOs and the Lindesmith Center of the New York Open Society Institute in establishing several projects on harm reduction among injecting drug users.
- In Namibia the TG sent personalized invitations to private-sector representatives to contribute to specific activities (workshops, production of IEC materials, needs assessments, visits to companies, collaboration with unions on committees).
- The workplan of the CPA in Mozambique includes exploring private-sector-fund raising for UNAIDS activities.
- In Bangladesh the TG has initiated a dialogue with the shipping sector to involve it in developing and distributing IEC material.

Basic tool kit

- Business Copes with AIDS (USA)
- Best practice collection on private sector involvement
Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firleya@unaids.org
- *The Business Response to HIV/AIDS: Innovation and Partnership*
Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firleya@unaids.org
- *Business Managing HIV/AIDS: a Resource for Business in Designing HIV/AIDS Prevention, Policies and Programmes*, Family Health International
Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firleya@unaids.org

Theme Group Collaboration with Bilateral and Multilateral Donors

Many bilateral and multilateral donors have a wealth of experience with HIV/AIDS issues at country level. Although some may have extensive HIV/AIDS programmes, others may be seeking UN assistance in making contributions to partners working in the national response. **By forming solid relationships with bilateral and multilateral donors, the Theme Group may be able to facilitate technical and financial collaboration between them and various partners. In some cases it may facilitate or participate in the technical or administrative supervision of projects undertaken with these funds.**

K · E · Y

Q · U · E · S · T · I · O · N · S

- Is the Theme Group well informed of the activities of bilateral and multilateral donors in the area of HIV/AIDS, reproductive health and other areas?
- Does the Theme Group keep the local community of bilateral and multilateral donors informed of its activities?
- Do bilateral and multilateral donors have an adequate understanding of UNAIDS and its priorities?
- Does the Theme Group keep the bilateral and multilateral donors informed of major policy issues and of opportunities to contribute?
- Does the Theme Group have a sufficiently flexible mechanism to receive and administer any funds received from bilateral donors? (see also Section III.7)

[Examples]

- The TG in Pakistan developed a joint programme in which the government and two bilateral donors, Norway and Japan, also participate. All parties have pooled their contributions, the budget being administered through a cost-sharing mechanism, using UNDP administrative procedures. Norway and Japan are members of the Theme Group.
- In Namibia the TG organized briefings with bilateral and multilateral donors and senior Health Ministry officials and acted as technical adviser to the US Embassy.
- In the Lao PDR UNAIDS initiated a social marketing project for condom with Australian and French participation
- In Romania the TG facilitated technical and financial support from the Canadian Public Health Organization for the national strategic planning process.
- In Ukraine the TG invited representatives of nine bilateral donors to meet with groups of injecting drug users.

Theme Group Collaboration with Bilateral and Multilateral Donors (cont'd)

[Examples]

- The TG in Ukraine facilitated technical and financial support from Canadian funding sources for communication skills development and for assessing the socio-economic impact of AIDS.
- In Brazil with the agreement of the National Programme, major bilateral agencies are members of the Theme Group.
- The workplan of the CPA in Madagascar includes exploring possibilities for fund-raising with the multi- and bi-lateral donors for UNAIDS activities.

Basic tool kit

- Agreements/memoranda of understanding between UNAIDS, various bilateral and multi-lateral donors and their contractors (USAID, GTZ, and others)
- HIV/AIDS or health sector work plans, and annual reports of bilateral and multilateral donors at country and regional level
- Major publications/newsletters on HIV/AIDS produced by bilateral and multilateral donors and their contractors
- UNDP Development Assistance Report (national level)
- UNDP External Donor Resource Guide

A photograph showing a group of men in a rural setting, possibly a village. In the foreground, a man in a white lab coat and a man in a blue shirt are carrying large black boxes. Other men are visible in the background, some wearing hats. The scene is outdoors with traditional thatched-roof buildings in the background.

V. Theme Group Management

Resident Coordinator

V.1

UNAIDS is an example of the concrete application of the Resident Coordinator system.

The UN Resident Coordinator has the following functions:

- ultimate responsibility and accountability for the effective functioning of UNAIDS at the country level,
- appointment of the Theme Group Chair in consultation with other Theme Group members,
- delegation of the day-to-day supervision of the CPA to the chair of the theme group, while maintaining responsibility for overall policy guidance. It would be advisable for the CPA to be physically located in the Resident Coordinator's office.

The commitment of the Resident Coordinator, both in an official capacity and as a member of the Theme Group, is crucial to the success of the Programme.

K · E · Y

Q · U · E · S · T · I · O · N · S

- Is the Resident Coordinator a regular participant in Theme Group meetings?
- Do the Theme Group Chairperson and CPA consult with the Resident Coordinator on broad policy issues and key operational matters?
- Does the Resident Coordinator provide (free) office space for the CPA?
- Who provides administrative/logistical support for the CPA, and how is this arranged?
- In his/her regular contacts with the donor community, does the Resident Coordinator advocate support for HIV/AIDS issues?
- Does the Resident Coordinator chair an annual review of the UNAIDS programme at the country level?
- Does the Resident Coordinator provide an assessment of Theme Group activities in the annual report to the Secretary-General?

[Examples]

- Increasingly the Resident Coordinator provides free accommodation to the CPA. Examples include Ethiopia, Namibia, the Philippines, Russia, Venezuela and Barbados.
- In Zambia the Resident Coordinator chairs an annual review of Theme Group activities.
- In Côte d'Ivoire the Resident Coordinator's funds are used for support to the CPA.
- In Malawi the Resident Coordinator organizes an annual retreat to review the performance of all TGs, including the one on HIV/AIDS.
- The Resident Coordinator/chair in Venezuela actively supported, through advocacy and funding, the conducting of a situational analysis as a first step in the NSP process.
- In Sri Lanka the Resident Coordinator contributes to the salary of the national CPA.

Resident Coordinator (cont'd)

[Examples]

- The Resident Coordinator's annual report to the Secretary-General should include a section on UNAIDS. The functioning of the UN Theme Groups on AIDS received special attention in the reports from, for example, Moldova and Turkey.
- Resident Coordinator's funds were used for various activities in support of TGs, e.g. in Ethiopia; in Belarus they were used for providing remuneration and administrative support to the focal point and for training and advocacy.

Basic tool kit

- Provisional UNDAF guidelines (see Section I.3)
- Note for ACC members. Procedures for Performance Appraisal of Resident Coordinators, 1997–98.
Source: RC's office
- Guidelines for the Annual Report of the RC on Operational Activities for Development of the United Nations System.
Source: RC's office
- Common Country Assessment
- The ECOSOC resolution of July, 1994, which created UNAIDS
- Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firleya@unaids.org

Cosponsors

UNAIDS' six Cosponsors—UNDP, UNESCO, UNFPA, UNICEF, WHO and the World Bank—work together in a common effort against the AIDS epidemic with each agency contributing according to its own special mandate and comparative strengths.

At the global level, these six organizations form the Committee of Cosponsoring Organizations (CCO), which advises the Programme's ultimate governing body, the Programme Coordinating Board (PCB). The CCO also participates in the PCB.

At the country level, the six Cosponsors form the United Nations Theme Group on HIV/AIDS. They share equally in the objectives and responsibilities of UNAIDS, including contributing to administrative and programme costs, within the framework of the Resident Coordinator system.

K · E · Y

Q · U · E · S · T · I · O · N · S

- Are the country representatives of the six Cosponsors all regular participants in Theme Group meetings?
- Does each Cosponsor contribute the services of an agency focal point to the Theme Group's Technical Working Group?
- Are specific activities of each Cosponsor included in the Theme Group's workplan?
- Do each of the Cosponsors provide financial support for the Theme Groups' programme and administrative expenses?
- Do each of the Cosponsors invite Theme Group/Technical Working Group participation in their major planning, review and evaluation exercises?

Basic tool kit

- Facts about UNAIDS – UNAIDS: An overview. Source: UNAIDS, Information Centre
- The terms of reference for the Committee of Cosponsoring Organizations
- Report of the Committee of Cosponsoring Organizations to ECOSOC, 23 January 1995
- Letter dated 14 August 1995 from the six Cosponsors' headquarters to their country offices, announcing the establishment of UNAIDS
- UNAIDS Country Profiles
Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firleya@unaids.org
- The WHO Representative's Handbook on HIV/AIDS and STDs

Theme Group—Terms of Reference

The Theme Group on HIV/AIDS is a mechanism for joint policy formulation and strategic decision making. Its aim is to facilitate an effective response of the UN system to national HIV/AIDS needs and priorities. **While the terms of reference of the Theme Group may vary according to individual country circumstances, its principal tasks will normally include information collection, analysis and exchange; and coordination and joint action, including mobilization and advocacy.**

The Theme Group relates principally to the government department/agency responsible for coordinating the national response to AIDS.

K · E · Y

Q · U · E · S · T · I · O · N · S

- Has the Theme Group established its own terms of reference, using the general framework described above?
- Has the Theme Group established a Technical Working Group to do the preparatory work for its policy formulation and strategic decision making and to ensure implementation?
- What type of programme information do Theme Group members share with each other, and how is this done?
- Has the Theme Group taken steps to adopt a coordinated approach in communicating with the government and the donor community?
- Has the Theme Group engaged in any joint advocacy activities?
- Has the Theme Group jointly funded any HIV/AIDS activities?

[Example]

- Representative terms of reference for the UN Theme Group (see Annex A).

Basic tool kit

- See above example.
- UNAIDS Country Support Briefing Note No. 2
Source: UNAIDS, Information Centre – Fax (41) 22 791 4187 – e-mail: firleya@unaids.org
- *UNAIDS Theme Groups* memo from Deputy Executive Director
Program, UNFPA. UNFPA/Rep/98/14, 10 February 1998
Source: UNFPA office
- *UNICEF, Role within the UNAIDS Programme*
Inter-office memorandum from Executive Director UNICEF to UNICEF Reps, Assistant Reps and Heads of Country Offices. 27 April 1998 – Source: UNICEF office

Theme Group Membership

The core membership of the Theme Group should consist of the agency heads of those UN Cosponsors present in the country and other UN agencies, as appropriate. In addition, it is important that the Theme Group establish extensive in-country linkages, for example, with the National AIDS Programme, multilateral agencies, associations of people living with HIV/ AIDS, bilateral donors and NGOs. This can be done in several ways, such as:

- expanding the Theme Group's Technical Working Group to include representatives of these various groups,
- expanding the Theme Group to include representatives of other interest groups,
- organizing a consultative forum to enable regular periodic interaction with the concerned groups, and/or
- arranging *ad hoc* meetings with particular individuals/groups on specific subjects.

In considering which option(s) to pursue, the Theme Group should bear in mind the desirability of maintaining a nucleus of members who would retain primary responsibility for policy and governance functions. Normally the nucleus will consist of the representatives of the cosponsoring agencies.

In some countries very limited UN presence does not allow for this mechanism to be established. In those cases, it is left to the agencies present to find the most appropriate solution.

K · E · Y

Q · U · E · S · T · I · O · N · S

- Are all the cosponsoring agency heads, including the Resident Coordinator, able to commit the time required to be effective Theme Group members?
- How does the Theme Group relate to the national government?
- How does the Theme Group relate to PLHA associations?
- How does the Theme Group reach out to other interest groups ?
- In cases where the Theme Group has been expanded to incorporate these stakeholders, how are policy formulation and governance functions exercised?

[Examples]

- In many countries, the Theme Group membership is limited to Cosponsors and does not yet include government representation.
- Ethiopia is an example of broad membership. In addition to the Cosponsors, UNHCR, Ministries of Health, Education, Labour and Social Affairs, the Organization of African Unity (OAU) and the Economic Commission for Africa (ECA) are represented.

Theme Group Membership (cont'd)

[Examples]

- Uganda is enlarging its Theme Group membership to include national representatives designated by the government and is considering the establishment of a Theme Group Forum, which would allow for broader-based consultation.
- In the Eastern Caribbean Theme Group the UN Drug Control Programme (UNDCP) is a fully fledged member.
- One of the largest NGO networks in Chile, the “Red Comunitaria de Lucha contra el SIDA” is an active member of the UN Theme Group
- In Pakistan, as contributors to a co-shared project, Norway and Japan are full members of the Theme Group.
- In Tanzania TG membership is limited to Cosponsors and the Government. A PLHA NGO is represented on the TWG.
- In Kyrgyzstan all UN agencies present in the country, the ministry of Health/NAP, Ministry of Education and IPPF (an international NGO) are full members of the TG. Depending on the topic to be discussed, representatives of other partners, multi- or bi-lateral donors, government, or NGOs are invited to attend.
- In Ecuador, in addition to the Cosponsors present in the country, UNDCP, FAO, UNIFEM, the Netherlands Embassy and the Netherlands Development Corporation and USAID participate in TG activities.

Theme Group Chair

The Resident Coordinator delegates responsibility to the Theme Group Chair to lead the United Nations response, to the HIV/AIDS epidemic. The Chairperson's principal task is to facilitate and support Theme Group efforts towards strengthening national capacities to mount an effective multisectoral response to the epidemic. The Theme Group Chair, who is normally one of UNAIDS' six Cosponsor country representatives, is designated by the Resident Coordinator in consultation with other Theme Group members. He/she functions as first level supervisor of the CPA on their behalf. Although the Chair is selected in the first place on the basis of individual capabilities, rotation every one to two years is essential as it will help ensure Cosponsors' commitment to the Programme. In order to facilitate this, each Theme Group is encouraged to have a Deputy Chair who can serve as an understudy and alternate for the Chair.

K · E · Y

Q · U · E · S · T · I · O · N · S

- Does the Chairperson convene and chair meetings of the Theme Group on a regular basis?
- Does the Chair ensure that an annual workplan for the Theme Group is established, implemented and monitored?
- Does the Chairperson liaise and consult, on a regular and frequent basis, with the leadership of the National AIDS Programme?
- Does the Chair undertake advocacy activities on behalf of the Programme, and represent the Theme Group at relevant public functions?
- Does the Chair maintain effective working relationships with the Country Programme Adviser and the Theme Group's Technical Working Group?
- Has the Chairperson taken steps to establish a specific identity for UNAIDS as a cosponsored in-country programme?
- Does the Theme Group have a Deputy Chair?
- Has the Chair been rotated at least once since the establishment of the TG?

Theme Group Chair (cont'd)

[Examples]

- Normally the Chair is the representative of one of the Cosponsors, but in Russia the Theme Group was chaired by UNHCR, whose representative also functioned as Resident Coordinator.
- In The Republic of Moldova the World Bank chairs the Theme Group.
- In Tanzania the Chair is assisted by two co-Chairs and in Mozambique by one co-Chair.
- In a number of cases the Theme Group is chaired by the UNDP Resident Representative, who is also the RC (e.g. Zimbabwe, Burkina Faso, Kenya, Tunisia, United Arab Emirates, Cape Verde, Pakistan).
- In Viet Nam and Uganda the Chairperson uses stationery and business cards with a separate UN Theme Group letterhead.
- Membership in the Theme Group in Kenya is restricted to UN agencies. The TG relates to other partners through their membership of the Technical Working Group.

Basic tool kit

- UNAIDS Country Support Briefing Note No. 2

Country Programme Adviser (CPA)

The Country Programme Adviser provides advice and support to the Theme Group, Technical Working Group and other stakeholders in the national response. He/she is recruited, internationally or locally, by the UNAIDS Secretariat or by the Theme Group or in a combined effort. The salaries of locally recruited CPAs may be paid by the UNAIDS Secretariat and/or one or more Theme Group members. The CPA has three main roles: facilitation, promotion of best practices, and advocacy.

As a facilitator, the CPA helps the Cosponsors work together to deliver an expanded response in support of governments and civil society and supports networking as a means to disseminate knowledge.

As a best practices promoter, the CPA encourages support for new and innovative approaches to HIV/AIDS prevention and care and documents and distributes information on lessons learned.

As an advocate, the CPA aims to build commitment among government authorities, donors, the media, civil society, and the private sector for a strengthened and expanded national response, and in particular, for such cross-cutting issues as human rights, gender, youth and the greater involvement of people living with HIV/AIDS.

The CPA's primary focus is the UN system. Therefore an important task is to provide leadership/support to the Theme Group and the Technical Working Group. A secondary and very important role for the CPA is to support the national response through advice, assistance and direct action, in such areas as strategic planning, resource mobilization, the development of partnerships and consensus-building.

As part of the Resident Coordinator system, the CPA, through the Theme Group Chairperson, reports to the UN Resident Coordinator.

Summary of expectations

- Assist with action-oriented workplans of the TG and TWG that focus on national strategic planning, advocacy and resource mobilization
- Maintain and update database
- Assist in formulation of projects for strategic planning and development funds
- Broker or provide technical support to Cosponsors' projects
- Broker or provide technical support to government, e.g. National Strategic Planning
- Brief ministerial delegations on HIV/AIDS and UNAIDS before important meetings
- Actively engage major donors, NGOs and the private donors, e.g. Rotary International
- Update country profiles
- Assist with completion of Epidemiological Facts Sheets
- Bimonthly, annual reporting

Country Programme Adviser (CPA) (cont'd)

K · E · Y

Q · U · E · S · T · I · O · N · S

- Has the CPA assisted in the preparation of a Theme Group workplan?
- Does the CPA ensure the timely distribution of agendas and minutes for meetings of the Theme Group/Technical Working Group?
- Does the CPA maintain effective consultation and liaison with the representatives and focal points in each of the Cosponsors?
- Does the CPA have a close relationship with the National AIDS Programme, helping to facilitate some of its major planning and review exercises?
- Is the CPA in contact with a broad range of stakeholders, including people living with HIV/AIDS?

[Examples]

- Terms of Reference of CPA (see Annex C)
- In Poland UNDP made available its “AIDS and Development National Programme Officer” for full-time support to the Theme Group. In addition, the focal point received free office space and support. This office now also hosts the secretariat of the European Task Force on HIV Prevention among IDUs.
- In Mexico UNDP and WHO/PAHO share the costs for the salary of the national CPA, recruited by the TG.
- In Sri Lanka the UNAIDS Secretariat has paid the salary of the national CPA, recruited by the TG for the first six months with the understanding that the TG will assume this responsibility thereafter.

Technical Working Group – Terms of Reference

Most Theme Groups, while maintaining full responsibility for making the programme work, set up subsidiary bodies known as Technical Working Groups to serve as their operational arm. These groups comprise UN agency focal points, and often include national counterparts designated by the government. Membership may also be extended to other partners, national and international, including persons living with HIV/AIDS.

Experience has shown that the most successful structure is one in which the Theme Group takes policy decisions, approves the programme, plays a key role in advocacy issues and is the prime mover in resource mobilization within the UN system. **The Technical Working Group, on the other hand, oversees day-to-day activities and reports back to the Theme Group.** In some cases, it is the Country Programme Adviser who convenes the Technical Working Group.

The terms of reference of Technical Working Groups will vary according to individual country circumstances. However, their tasks may include: workplan preparation, review of proposals for the utilization of funds provided by the UNAIDS secretariat and individual Cosponsors, participation in strategic planning and review exercises, and the provision of inputs for joint UNAIDS products (such as the inventory of UN activities in the HIV/AIDS sector). In addition, Technical Working Groups may set up, where needed, sub-committees or task forces to deal with specific issues or tasks, such as human rights, women and AIDS, the World AIDS Campaign, HIV/AIDS education in schools and AIDS in the Workplace.

Both the Theme Group and the Technical Working Group are supported extensively by the CPA.

K · E · Y

Q · U · E · S · T · I · O · N · S

- Has the Theme Group established a Technical Working Group with approved terms of reference?
- Do the job descriptions of the agency focal points reflect their membership in the Technical Working Group?
- Who chairs the Technical Working Group, how is he/she appointed and for how long?
- Does each Cosponsor have a system for ensuring that it is represented by its focal point at all meetings of the Technical Working Group?
- Does the Technical Working Group have a deputy chairperson and a secretary?
- Do National AIDS Programme representatives and other partners participate in the meetings and activities of the Technical Working Group?

Technical Working Group—Terms of Reference (cont'd)

[Examples]

The Technical Working Group in the Lao PDR focuses on all areas of technical support to the national response. It is chaired by the government and members are the Cosponsors' focal points, UNDCP, National AIDS Programme, different government sectors, key NGOs (national and international), representatives of bi- and multi-lateral agencies, the Red Cross and appropriate national consultants.

Meetings are conducted in Lao and in English, with appropriate translation. Several time-bound task forces have been set up to deal with different priority areas, with their membership determined by the subject matter.

Agenda and documentation are sent well in advance and minutes are taken and distributed.

- In Viet Nam the Technical Working Group is chaired by a government representative with a Theme Group co-Chair.
- In a number of countries where UN offices have very limited number of staff, (e.g. Turkmenistan and Kyrgyzstan) the membership of the Technical Working Group is the same as that of the Theme Group.
- In Venezuela the Technical Working Group includes agency focal points, European Union representatives, the National AIDS Programme and a network of NGOs. One of its activities has been to undertake a comprehensive HIV situation analysis.
- An organization of people living with HIV/AIDS is represented on the TWG in Tanzania.

Basic tool kit

- The terms of reference for the Technical Working Group (see Annex B).
- *The International/ Regional Conferences On HIV/ AIDS: Selection Guidelines for Participants Sponsored by UNAIDS-Uganda*

Focal Points

Focal points are UN officers working on HIV/AIDS programmes mainly at the technical level. There are two different types of focal points at the country level:

- the **agency focal point** is a staff member of a UN Theme Group participating agency who represents his/her agency on the Technical Working Group;
- the **UNAIDS Focal Point** is a Cosponsor employee who is made available on a part-time basis by his/her agency, and appointed by the Theme Group, to serve essentially as a part-time CPA, in any country where no full-time CPA has been recruited.

K · E · Y

Q · U · E · S · T · I · O · N · S

- Have all Theme Group members established agency focal points and included their UNAIDS-related responsibilities, including TWG membership, in their job descriptions and time allocations?
- Is the Theme Group serviced by either a CPA, a national CPA or a UNAIDS Focal Point?
- In the case of a UNAIDS Focal Point, is there a clearly established agreement between the Theme Group and the employing Cosponsor regarding the percentage of his/her time to be directed to UNAIDS work?

[Example]

In Myanmar UNDP made available its “AIDS and development national programme officer” as UNAIDS focal point. The incumbent spends 30 to 40 per cent of her time on UNAIDS, and works closely with the Chair who is the representative of another agency. She was briefed and trained by the UNAIDS Secretariat and participated in regional meetings. Her work as a UNAIDS Focal Point is taken into account in her performance appraisal.

TG activities planned for 1998 in Malawi include presentation and discussion by the TG members of the work plans of their respective agency focal points.

Administrative Support to the Theme Group

To a varying degree, depending on the local situation, support to the Theme Group is shared by the cosponsoring agencies and the UNAIDS Secretariat.

Administrative and logistic support to the CPA is provided, in principle, by the Cosponsors, but the Secretariat has agreed to share this responsibility in some instances. Eventually, the Secretariat's contributions will be phased out and this obligation transferred to the Theme Group members.

Initial problems in finding an appropriate modality and mechanism for these joint contributions have been, in most cases, resolved. To a certain extent Cosponsors will be able to meet these obligations with in-kind support in the form of free office space, free use of communications facilities and access to secretarial and vehicle pools, etc. However, in most cases CPAs will also require some level of cash contributions from Cosponsors for administrative expenses. This will allow CPAs to operate with relative autonomy as they try to cope with what is often a very large and complex workload.

WHO provides administrative support to UNAIDS at the global level. At the country level, UNDP is charged with this responsibility. Accordingly, UNAIDS funds for use at country level are routed through WHO Geneva, via UNDP headquarters to UNDP field offices for disbursement in accordance with Theme Group instructions. In addition, UNDP offices provide CPAs with personnel services, such as the recruitment and administration of local support staff, and general administrative services, such as pouch services, vehicle maintenance, customs clearance and procurement services.

[Examples]

- In Viet Nam administrative/logistic support to the CPA is included in a project funded by one particular Cosponsor.
- In Tanzania UNDP, WHO, UNFPA and UNICEF each contribute about US\$10,000, and UNESCO US\$2000 towards supporting the CPA and Theme Group.
- In Côte d'Ivoire all Cosponsors support the office of the CPA, most of them out of their country budgets. WHO uses project money, the Resident Coordinator contributes from his budget and the World Bank contributes in kind.
- In Eritrea UNHCR and FAO contribute in kind to the CPA's administrative and logistic needs.
- In Sudan the National AIDS Programme provides support in kind to the CPA's office.
- In the Democratic Republic of Congo 50 per cent of the CPA's administrative costs are covered by UNDP and UNICEF, with the remainder provided by the UNAIDS Secretariat.
- For additional examples, see Section V.1

ANNEX A

UN THEME GROUPS ON HIV/AIDS

Example of Terms of Reference

The Theme Group constitutes the joint policy and strategic decision-making body for the country-based UN system.

Typically its terms of reference are as follows:

- (a) Jointly review of implementation of HIV/AIDS activities by the Cosponsors;
- (b) Coordinate and jointly programme HIV/AIDS activities among Theme Group members within the context of the national strategic plan. This will eventually cover joint workplans for activities that require collaboration by different Cosponsors;
- (c) Ensure that UNAIDS policies and programme guidance are applied by the Theme Group members and are promoted with other partners in the country;
- (d) Share information on HIV/AIDS activities undertaken or supported by the members. These activities could be either in the form of HIV/AIDS-specific programmes or HIV/AIDS-related activities integrated in the programme of work of the members;
- (e) Promote political commitment, multisectoral involvement, and appropriate policies, including human rights policies, with the counterparts of the Theme Group members;
- (f) Assist the government in organizing periodic coordinated resource-mobilization exercises (round-tables) in support of the National Operational Plan;
- (g) Review and coordinate national partner requests to the Cosponsors for technical or financial support; and
- (h) Liaise between the national partners and the Cosponsors, and between the national partners and UNAIDS at the global level.

ANNEX B

TECHNICAL WORKING GROUP

Example of Terms of Reference

Under the direct supervision of the Theme Group, the Technical Working Group will:

- (a) Assist/reinforce the capacity of the national leadership to coordinate, manage and monitor the expanded response to the HIV/AIDS epidemic and its consequences;
- (b) In close collaboration with the AIDS National Commission Secretariat and the implementing agencies of the national expanded response, prepare, implement and monitor the annual workplan of the Theme Group;
- (c) Prepare an annual inventory of priority policy and programmatic issues for the attention of the Theme Group;
- (d) Jointly review HIV/AIDS activities of the Cosponsors;
- (e) Ensure that policies and broad activities of the respective Cosponsors and of UNAIDS are reflected in Theme Group support to the national response;
- (f) Identify and plan appropriate areas for joint action by the Theme Group (joint plan, budget, implementation);
- (g) Promote the integration of HIV/AIDS in the regular programmes of the Cosponsors;
- (h) Compile and maintain a data bank of national experts on all domains of HIV/AIDS prevention and control;
- (i) Identify the technical support needs of the Cosponsors and the national response, and assist in mobilizing such support;
- (j) Identify skills development needs and opportunities for staff members of the co-sponsoring agencies;
- (k) In close collaboration with the Aids National Commission Secretariat, undertake a periodic updating of the inventory of the main actors in HIV/AIDS prevention and control activities;
- (l) Identify the need for, and the proposed composition of, specialized thematic working groups for approval by the Theme Group;
- (m) undertake continuous monitoring and annual evaluation of the plan of action of the Theme Group.

ANNEX C

COUNTRY PROGRAMME ADVISER

Example of Terms of Reference

The Country Programme Adviser will advise and support the Theme Group, the Technical Working Group and other stakeholders as follows:

- (a) Enhance collaboration and joint action on HIV/AIDS among Cosponsors and other UN system organizations
- (b) Reinforce the capacity of national leadership to coordinate, manage and monitor the response to HIV/AIDS
- (c) Advocate political commitment, multisectoral work and the development of policies and environments conducive to an expanded response to HIV/AIDS. This involves a broad range of partners, incorporates different aspects of the epidemic, emphasizes human rights and dignity, and effective country-appropriate action
- (d) Facilitate or provide technical support to the national response, including various sectors, NGOs and networks of people living with AIDS, as well as the cosponsoring agencies
- (e) Support coordination of resource mobilization efforts to increase the level and diversity of financial and technical contributions to the country's response and ensure their effective allocation and use
- (f) Promote and support inter-country and regional linkages and collaborative work on HIV/AIDS-related issues that cut across national boundaries

ANNEX D

UNAIDS COSPONSORS

Mandate, Rationale for Cosponsorship, and Contribution to UNAIDS

The following descriptions have been provided by the six UNAIDS Cosponsors by way of explanation of their organizational mandate, their reasons for becoming a UNAIDS Cosponsor and the manner in which they intend to contribute to the Joint Programme.

UNICEF

Mandated to help meet the basic needs to protect the rights and expand the life choices of all children, UNICEF is their chief advocate, acting within the framework of the Convention on the Rights of the Child. UNICEF, its national committees and allies mobilize the moral and material support of governments, organizations and individuals worldwide in a partnership committed to giving children a first call on societies' resources in both good times and bad. A decentralized operational agency, UNICEF provides practical assistance in the fields of nutrition, basic education, safe water and sanitation to improve the health of children, youth and women. It helps build national and local capacities to provide, maintain and expand necessary services, and to empower families and communities with the knowledge and means for self-reliance.

The HIV/AIDS epidemic is having a major impact on many UNICEF programming areas, particularly with regard to the health of children, youth and women. The rapid spread of HIV/ADS is threatening the gains made in child health over the past two decades. The epidemic has a significant impact on adolescents, as adolescence is both a period of increased risk and a window of opportunity to develop the skills, attitudes and behaviour necessary to prevent HIV infection in adulthood. AIDS caused the deaths of half a million women in 1994. The epidemic affects children and families, leaving many without protection, care or income.

UNICEF brings to UNAIDS its operational field capacity in over 130 countries. It brings demonstrated effectiveness in communications and advocacy and a network of national committees. UNICEF's priority programme areas include youth health, school AIDS education, health communication, children and families affected by AIDS and mother-to-child HIV transmission. UNICEF's particular strength in meeting the needs of especially vulnerable families and children will assume greater responsibility in the coming years. It is clear that the problem of children orphaned by AIDS and mother-to-child HIV transmission present enormous challenges and will require considerable attention, as well as substantial resources.

UNDP

The HIV-related activities of UNDP are guided by its overall mandate to promote human development by assisting programme countries to accelerate the process of capacity development both within government itself and within the nation as a whole.

The HIV epidemic, if not adequately responded to, will alter the course of many societies and undermine the collective efforts of the international development community to promote peace, security and sustainable human development. It is precisely for these reasons that UNDP has joined together with other UN organizations to create UNAIDS, in support of an enhanced and better coordinated response to the epidemic.

The focus of UNDP's HIV-related activities is to identify effective and sustainable policy and programming responses surrounding the social and economic implications of the epidemic. The aim is to strengthen capacity to respond effectively to this epidemic within UNDP and, through our country offices, within governments and groups in civil society.

UNDP's HIV-related activities are carried out in partnership with many organizations, both governmental and nongovernmental, both inside and outside the UN HIV-related network. Emphasis is placed on supporting initiatives which:

- catalyse processes of community and national mobilization;
- create a supportive ethical, legal and human rights framework;
- are gender sensitive;
- are based on approaches to development practice that empower people to take charge of their own well-being, drawing

- on local resources and building on local knowledge and value systems; and
- foster an enabling political, economic and social environment at national, regional and global levels.

This approach is exemplified in the UNDP partnership programme for programme development through research. This pilot programme strengthens national capacity to identify research needed for programme and policy development, to design and carry out this research in a timely fashion, to analyse and present the data in a way that is understandable and usable and to assist community organizations, programme managers, activists and leaders to assess and redesign their policies and programmes in light of the research findings.

Through its network of over 130 country offices serving over 150 nations, UNDP plays an important complementary role to that of other organizations in the UN system response to the epidemic; within the operational activities of the UN system, UNDP provides funds for the financing of development cooperation through a system of UN, national and other executing agencies; it provides technical support in those cross-sectoral and multidisciplinary areas of technical assistance relating to the achievement of sustainable human development; and it has the overall responsibility for assisting the Secretary General in improving the coordination of operational activities for development, including the strengthening of the Resident Coordinator system.

UNDP's regional programmes provide an important mechanism for fostering intercountry collaboration in areas of shared concern and for supporting regional institutions and networks in strengthening their capacity to effectively respond to the epidemic.

UNFPA

UNFPA's mandate is to build the knowledge and capacity to respond to needs in population and family planning; to promote awareness of population problems in both developed and developing countries and advise on possible strategies to deal with those problems; to assist developing countries at their request, in dealing with their population problems; in the forms and means best suited to the individual country's needs; to play a leading role in the UN system in promoting population programmes; and to coordinate projects supported by the Fund.

A major focus of UNFPA support at the country and inter-country level is on reproductive health, including family planning and sexual health. Following the adoption of the Programme of Action of the International Conference on Population and Development, held in Cairo in 1994, increased importance is being attached to addressing reproductive health concerns in a more comprehensive manner. In this context UNFPA gives special attention to adolescents, IEC and training of service providers. UNFPA considers the prevention of HIV/AIDS to be an integral component of reproductive health programmes.

UNFPA contributes to overall UNAIDS work by providing access to its worldwide network of country-level offices which provide support to national reproductive health programmes; its accumulated expertise in reproductive health promotion and service delivery, with a special focus on the needs of women; its experience in logistics management of contraceptives, including condoms; and its experience of organizing technical assistance to national programmes through UNFPA Country Support Teams.

UNESCO

UNESCO's mandate is to foster international cooperation in intellectual activities designed to promote human rights, help to establish a just and lasting peace, and further the general welfare of mankind. Thus, the ethical imperative is central to UNESCO's mandate and its task of contributing in all fields of intellectual endeavour to human development and the building of a culture of peace based on respect for human rights, tolerance and democratic principles. In its fields of competence - education, science, culture and communication - UNESCO has both technical responsibilities as regards its programmes and projects, and 'political' responsibilities, in the sense of public and social morality, in the general approaches and broad principles governing its efforts.

UNESCO's cosponsorship of UNAIDS is based on the conviction that isolated actions against AIDS that are not devel-

oped in an integrated, cross-disciplinary manner may be doomed to failure.

Although not a funding agency, UNESCO can make a contribution to UNAIDS by virtue of the scope of its fields of competence, its interdisciplinary and cross-disciplinary approaches combining technical skills and ethical requirements, and its experience acquired over 50 years of intellectual cooperation. It can bring the vast network of institutions with which it collaborates into the fight against AIDS, in the short-term to meet the most urgent prevention and care needs, and in the medium-term to remedy or offset the foreseeable effects of the epidemic.

WHO

WHO is the directing and coordinating authority on international health work. Its objective is 'the attainment by all peoples of the highest possible level of health', health being defined as, 'a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity'. (WHO Constitution, 1948)

WHO established the Special Programme on AIDS in 1986 in order to respond to the emerging HIV/AIDS epidemic. In 1988 the programme became the Global Programme on AIDS (GPA) which was ultimately dismantled in 1996 with the creation of UNAIDS. Throughout its 10-year existence, GPA advocated the need for a multisectoral response to the epidemic which WHO still advocates to this day.

As a sponsor of UNAIDS, WHO contributes to UNAIDS' work by providing expertise in areas relevant to the health sector. These areas include: HIV and STD prevention (particularly for those vulnerable and/or at increased risk; ensuring safe blood supplies; surveillance of HIV, AIDS and STDs; developing health policies and standards; planning of integrated services; care for people with sexually transmitted infections and people living with HIV/AIDS; and evaluation of STD/HIV policies and programmes. WHO's activities in the area of health systems include strengthening the capacity of health systems to provide a continuum of comprehensive care involving referral sites, hospitals, home, and care and support initiatives in the community.

The World Bank

The Bank recognizes that HIV/AIDS must be regarded as a development problem as well as a health problem. It requires expensive and long-term health care; it mainly affects adults in their most productive years; it raises complex legal and ethical issues; it reaches all segments of society; and it is growing rapidly. The epidemic, through its impact upon health and productivity, and on the fabric of family and community life, poses a substantial threat to the economic and social growth of many nations in the developing world.

The Bank is the single largest source of external funding for HIV/AIDS prevention and control in the developing world; 64 per cent of World Bank finance of this kind is provided through the International Development Association (IDA), on highly concessionary terms. By 1996 the Bank will have supported HIV/AIDS/STD prevention and control components in over 60 health projects and will have committed approximately US\$ 700 million. Nearly half this amount is allocated to projects in sub-Saharan Africa, with most of the remainder distributed among countries in Asia, Latin America and the Caribbean. The Bank also supports interventions in the Middle East, North Africa and Europe.

In its policy dialogue with borrowing countries, the Bank emphasizes that AIDS is a developmental priority; its strategy thus stresses that sustainable prevention and care cannot be accomplished by health projects alone. The Bank highlights the need for top-level political commitment, systematic reforms in the health sector, protection of human rights, and for a range of multisectoral reforms that will help reduce the factors contributing to HIV spread. Whenever possible, Bank-assisted activities are advised technically by the other cosponsors or the UNAIDS Secretariat and are planned and executed by individual governments, in collaboration with the concerned national and international partners.

ANNEX E

UNAIDS COSPONSORING ORGANIZATIONS

| Executive Heads or their Representatives | Focal Points |
|---|---|
| UNICEF Ms Carol Bellamy <i>Executive Director</i> United Nations Children's Fund UNICEF House 3 United Nations Plaza New York, N.Y. 10017 USA Tel. (1) 212 326 7035 Fax (1) 212 888 7465 / 326 7758 | UNICEF Dr Eric Mercier Senior Adviser, HIV/AIDS Health Section Programme Division Tel. (1) 212 824 6334 Fax (1) 212 824 6460 e-mail: emercier@unicef.org |
| UNDP Ms Eimi Watanabe Assistant Administrator and Director Bureau for Development Policy United Nations Development Programme 1, United Nations Plaza New York, N.Y. 10017 USA Tel. (1) 212 906 5020 Fax (1) 212 906 5857 | UNDP Ms Mina Mauerstein-Bail Manager, HIV and Development Programme (HDP) Tel. (1) 212 906 6349 Fax (1) 212 906 6336 e-mail: mina.mauerstein-bail@undp.org |
| UNFPA Dr Nafis Sadik Executive Director United Nations Population Fund 220 East 42nd Street New York, N.Y. 10017 USA Tel. (1) 212 297 5000 Fax (1) 212 370 0201 / 297 4911 | UNFPA Dr Nicholas Dodd Chief, Technical Branch Technical and Policy Division Tel. (1) 212 297 5221 Fax (1) 212 297 4915 e-mail: dodd@unfpa.org |
| UNESCO Mr Federico Mayor Director-General United Nations Educational, Scientific and Cultural Organization 7, place de Fontenoy 75352 Paris 07 SP France Tel. (33) 1 45 68 13 11 Fax (33) 1 45 6716 90 | UNESCO Mrs Marie-Paule Roudil AIDS Focal Point Science Sector Tel. (33) 1 45 68 37 51 Fax (33) 1 42 73 37 45 e-mail: mp.roudil@unesco.org |
| WHO Dr Hiroshi Nakajima (as of 21 July 1998, Dr Gro Harlem Brundtland) Director-General World Health Organization (WHO) 20, avenue Appia CH-1211 Geneva 27 - Switzerland Tel. (41) 22 791 2711 Fax (41) 22 791 0746 | WHO Dr Thierry Mertens Director, Office of HIV/AIDS and STDs (ASD) Tel. (41) 22 791 4613 Fax (41) 22 791 4834 e-mail: mertenst@who.ch |
| The World Bank Dr Richard G. A. Feachem Director, Health, Nutrition and Population Human Development Department The World Bank 1818 H Street, NW Washington, D.C. 20433 USA Tel. (1) 202 473 0632 Fax (1) 202 522 3234 e-mail: rfeachem@worldbank.org | The World Bank Dr Debrework Zewdie Lead Population Specialist for the Africa Region and HIV/AIDS Coordinator for the World Bank Tel. (1) 202 473 9414 Fax (1) 202 473 8299 / 8239 or (1) 202 522 3234/3235 at HDD e-mail: dzewdie@worldbank.org |